



2016 HOLIDAY GIVING PROJECT: FINAL REPORT

DEPARTMENT OF HEALTH AND HUMAN SERVICES (DHHS)
PLANNING, ACCOUNTABILITY AND CUSTOMER SERVICE (PACS)
6 FEBRUARY 2017





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This document is part of ongoing series of reports to inform management, frontline staff, community partners and the public and to support County and Department of Health and Human Services' efforts to make data informed decisions. The mission of the Department of Health and Human Services is to promote and ensure the health and safety of the residents of Montgomery County and to build individual and family strength and self-sufficiency.

The aim of this work is to identify needs and provide practical responses for frontline practitioners in support of that mission and to support long term strategic solutions which improve individual, family and community health and social outcomes, to deliver more equitable services which reduce disparities, and to be a responsible steward of the public resources.

Acknowledgements

The Department of Health and Human Services (DHHS) is among the largest department in Montgomery County and is responsible for public health and human services that help address the needs of our community's most vulnerable children, adults and seniors. DHHS has a staff of nearly 1600 professionals and provides more than 120 programs and delivers services at more than 20 locations throughout Montgomery County, MD.

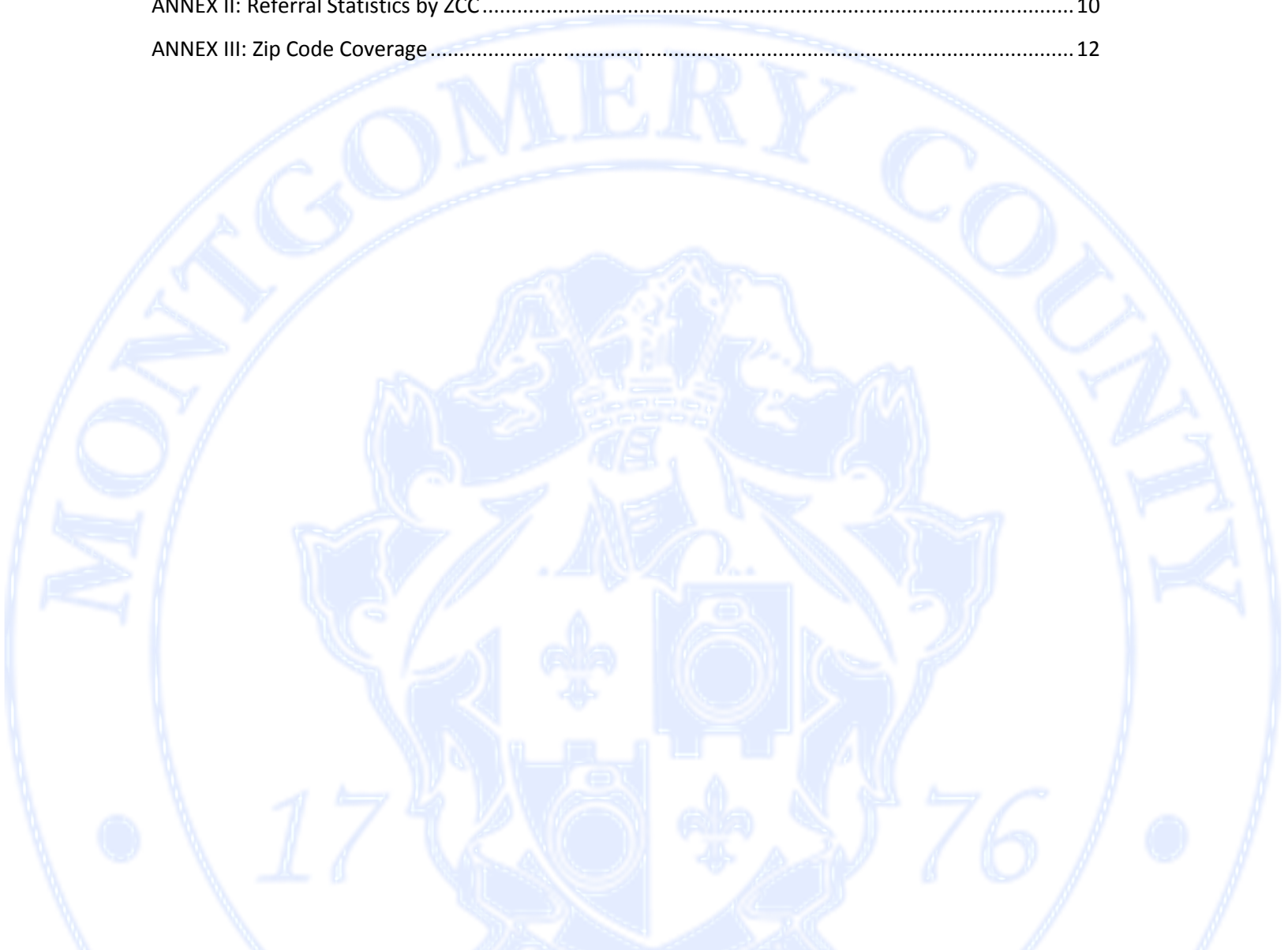
DHHS core services protect the community's health, protect the health and safety of at-risk children and vulnerable adults and address basic human needs including food, shelter and clothing. DHHS provides services through several service areas: Aging and Disability Services (ADS); Behavioral Health and Crisis Services (BHCS); Children, Youth and Family Services (CYF); Public Health Services (PHS) and Special Needs Housing (SNH). The Office of Community Affairs (OCA) provides direct services through several programs. In addition, our administrative functions include budget administration, fiscal administration, contract management, facilities, grant acquisition, human resources, information systems and performance management.

The analysis and report herein were undertaken by staff of the Planning, Accountability and Customer Service (PACS) under the Office of the Director. PACS works to ensure efficient, effective and high quality delivery of services, to measure the goals of the organization and focus on results in line with the organization's values.



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EXPLANATORY NOTES

This report relies upon several acronyms listed below.

ADS	Aging and Disability Services
BHCS	Behavioral Health and Crisis Services
CYFS	Children, Youth and Family Services
DGS	Department of General Services
DHHS	Department of Health and Human Services
eHR	Electronic Health Records System
eICM	Electronic Integrated Case Management System
HGP	Holiday Giving Project
MCPS	Montgomery County Public Schools
OCA	Office of Community Affairs
PACS	Planning, Accountability and Customer Service
PHS	Public Health Services
SNH	Special Needs Housing
ZCC	Zip Code Coordinator



EXECUTIVE SUMMARY

The Department of Health and Human Services (DHHS) is among the largest in Montgomery County government¹ and is responsible for public health and human services that help address the needs of our community's most vulnerable children, adults and seniors. DHHS regularly evaluates service delivery and outcomes to identify gaps and equitable service solutions which reduce disparities and improve individual, family and community health and social outcomes.

2016 represented one of the most successful years in the history of the Holiday Giving Project, with increases noted in family referrals, resources, and volunteers. For over 30 years, the Holiday Giving Project (HGP) of Montgomery County, MD has provided Thanksgiving and December holiday assistance through the Holiday Giving Project Coalition, a partnership of non-profit providers, faith-based organizations, area civic groups, and local government agencies. Member agencies of the HGP Coalition work independently and collectively as Zip Code Coordinators (ZCC), splitting the county into small areas, often defined by zip codes. ZCC are responsible for soliciting donations, organizing assistance distribution events, and communicating the details of the distribution events to recipients and referring parties. Donations of food, gift cards, and toys are from private and public donations.

In 2016, the Project served nearly 9,300 households for the Thanksgiving holiday and more than 9,900 households for the December holiday season. The HGP served 16% more families for Thanksgiving 2016 than the prior year and 11% more for the December holidays. More than 20,000 children received gifts during the December giving season.

PACS along with external and internal partners identified logistical issues that would benefit from refinements. Generally, the availability and consistency of training, revised standard operating procedures and updated IT technology each would increase the ease and efficiency to respond to the increasing *Holiday Giving Project* referrals received.



Figure 1. Volunteer “elves” staff the Mid-County Recreation Center toy distribution for the 2016 Holiday Giving Project

¹ DHHS was formed in July 1995 with the merger of four Montgomery County Departments: the Department of Addiction, Victims and Mental Health Services, the Department of Family Resources, the Department of Social Services and the Health Department.

1. BACKGROUND

For over 30 years, the Holiday Giving Project (HGP) of Montgomery County, Maryland, has provided Thanksgiving and December holiday assistance to low-income households. A network of social workers, school counselors, and other human service professionals refer families and individuals who need holiday assistance.

Local non-profits, faith based organizations, service organizations and other government agencies volunteer to serve Holiday Giving recipients, most often based by zip code. Zip Code Coordinators (ZCC) are responsible for soliciting donations, organizing holiday assistance distribution events, and communicating details of the distribution events to recipients and referrers.



Figure 2. Holiday Giving Project Coalition meeting

Previous years

A Wider Circle had been the coordinating agency for the last five years, but chose not to renew the contract for the 2016 giving season. As a result, the Department of Health and Human Services (DHHS) assigned the project coordination to its Planning, Accountability

and Customer Service (PACS) team for the 2016 giving season.

PACS coordinated the referral system, provided logistics and chaired the Holiday Giving Project Coalition meetings, comprised by more than 30 partner agencies (Annex I).

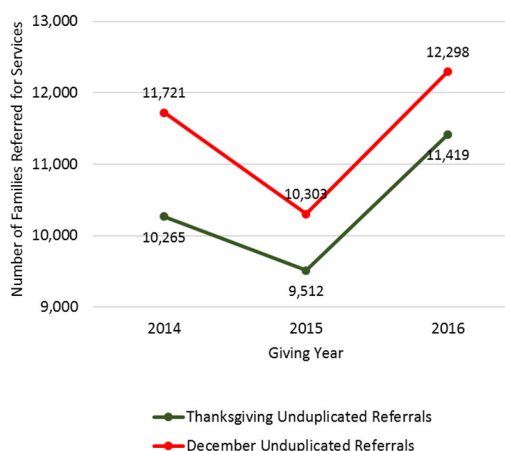


Figure 3. Holiday Giving unduplicated referrals, 2014-2016

Referral process

Referrals are made by Montgomery County Public School (MCPS), other non-public school counselors and staff from several local agencies. Families can self-refer through MC311, however they are encouraged to obtain referrals through agencies they may already be working with to avoid duplicate referrals and to ensure that the project is available to residents most in need.

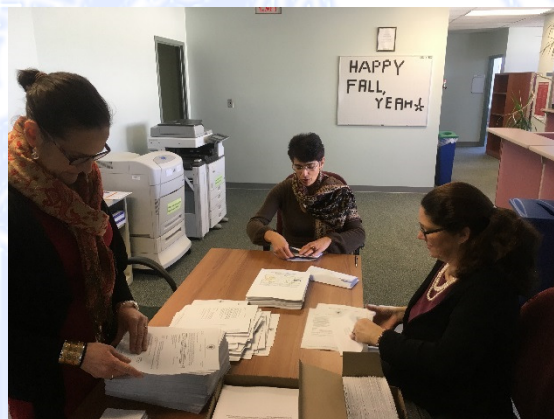


Figure 4. DHHS - PACS staff preparing the second mass mailing notifying eligible Holiday Giving families

All food, gift cards, and gifts come from private and public donations. Referrals are made to a centralized database that is maintained by the Department.

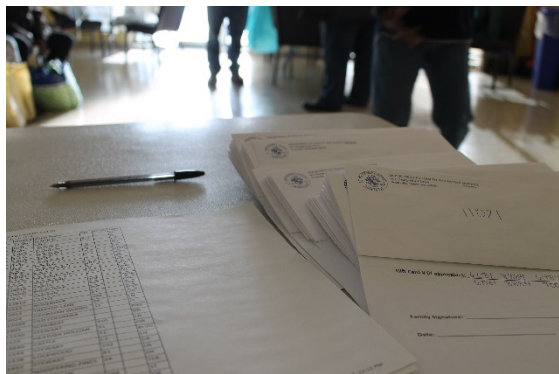


Figure 5. Gift card registry is closely monitored during distribution

Letters or postcards are generated in both English and Spanish informing families where their community distribution point is located and when it will be held. These are mailed to families for Thanksgiving food distribution, December toy distribution, or in many cases distribution for both holidays.

Overall, unduplicated family referrals to the Holiday Giving Project showed sharp increases in 2016, and for the December giving campaign were among the highest recorded in recent years.

2. THANKSGIVING DISTRIBUTION

More than 13,000 referrals were made for Thanksgiving assistance through the DHHS secure online system, of which more than 11,400 unduplicated families were identified for assistance. This represents a +38% increase from the 9,512 families referred for Thanksgiving assistance in 2015.

More than one-half (58%) of Thanksgiving referrals were generated by five referral sources, with 29% coming from MCPS. Overall,

three referring agencies accounted for 46% of the Thanksgiving referrals.

Thanksgiving assistance was provided to 16% more families in 2016 than in the prior year. However, not all eligible families attended the distribution, with a 20% no-show rate for Thanksgiving 2016 (Annex II, Table 1).²



Figure 6. Lines of people awaiting food baskets at the Manna Food Center

Manna Food Center partnered with the HGP coalition of providers, making 372 turkeys available to the ZCC. They also provided full grocery bags to several ZCC for distribution to families.



Figure 7. DHHS staff assist loading Manna Food Center trucks

Distribution of food occurred by both ZCC and directly with assistance from DHHS for those

² Rates varied from 0% to 62%, based on final reports from 22 of 23 participating ZCC.

locations where either no ZCC could be identified are where additional assistance was warranted.



Figure 8. DHHS closely partners with Manna Food Center to distribute food to families

Some families did not have the capability to prepare meals from food provided, such as cases where they may be living in shelters or temporarily in motels. In these cases, families received gift cards so that they could purchase prepared foods at local grocery stores.

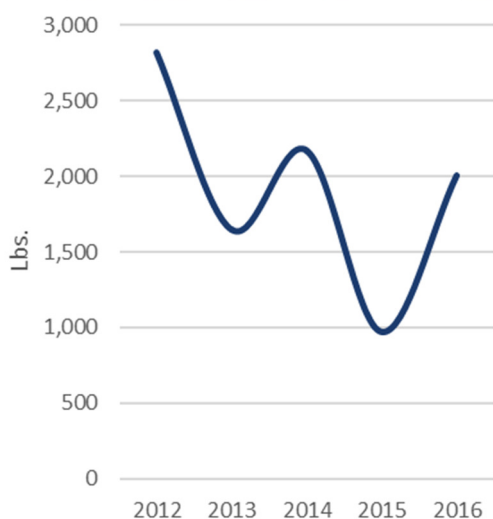


Figure 9. DHHS staff direct food donations 2012-2016

All referrals entered prior to the published 26 October deadline were assigned to a ZCC for assistance, with others placed on a waitlist. Fewer than 330 households remained on the waitlist, and were unable to receive assistance.

These referrals were received after the deadline.

DHHS Direct Support

DHHS supported the Manna Food Center through the collection of non-perishable food items at 20 collection sites in ten DHHS buildings. In total, DHHS staff donated 2,009 lbs. of food to Manna Food Center, more than doubling amounts collected the previous year (973 lbs.), reversing a declining trend in collections (Figure 9).



Figure 10. Food boxes being readied for distribution at Manna Food Center

DHHS partnered with Church of the Redeemer and Rainbow Community Development Center to distribute Thanksgiving food bags to seventy-five families who otherwise would not have received assistance.



Figure 11. DHHS in partnership with Church of the Redeemer and Rainbow Community Development Center distributed food bags for Thanksgiving

3. DECEMBER TOY DISTRIBUTION

Nearly 13,600 referrals were made for December holiday assistance. Nearly 12,300 unduplicated families were identified for service, an increase of more than 1700 families over the 2015 giving season. This represented more than 24,500 children countywide (Annex II, Table 2).

Seventy-six percent of the December referrals were entered by one of eight agencies, with 37% coming from MCPS. The top three referring agencies accounted for half (52%) of all December referrals.

Fewer than 2% of referred households were not offered some form of assistance, all were adult-only households. Based on final reports submitted by 23 of 24 ZCC participating in December distributions the county-wide no-show rate was 21%.



Figure 12. A child selects from the toys at the Mid-County Rec. Center

On 19 December, DHHS directly hosted a toy give-away event for families who were not covered by other partner agencies at the Mid-County Community Recreation Center. More than 30 volunteer “elves” donated their time to set-up the facility and ensure DHHS could distribute toys to every family. Volunteers from across the County included Department of General Services, Department of Libraries, Department of Finance, University of Maryland, as well as several staff from Department of Health and Human Services.



Figure 13. Volunteers from DGS unload trucks full of toys

More than 10 languages were supported at the Mid-County Community Recreation Center distribution including: Farsi, Vietnamese, Russian, French, Italian, Dutch, Armenian, Bulgarian, and numerous native Spanish speakers.



Figure 14. Volunteers from the University of Maryland, DHHS, the Library and others acted as “elves” to help families navigate

1,500 referrals were identified by DHHS to be in areas without ZCC coverage, on the so-called “uncovered” list. These families, who would not otherwise be included in a distribution event due to limited system capacity within the existing coalition of ZCC, were invited to choose an age appropriate toy for each of their children by DHHS directly. This represented a ten-fold (10x) increase in the number of families DHHS directly covered over the prior year (Figure 15). Toys for this event were provided by the Holiday Giving Project partner Toys for Tots.

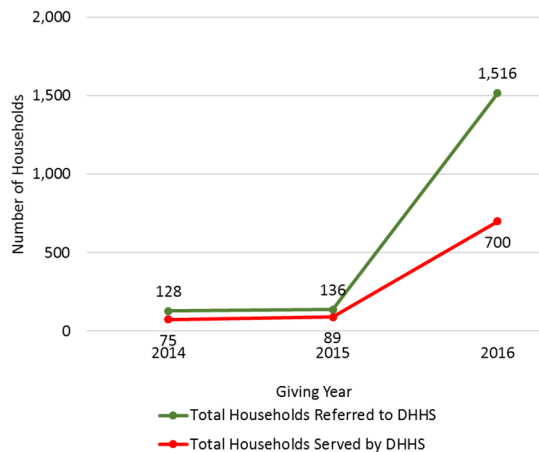


Figure 15. DHHS direct toy distribution activity

In some cases, families with older teenage youth did not have age or gender appropriate toys available. DHHS arranged for gift cards to be available for these families to substitute when suitable toys were unavailable.



Figure 16. Crowds in 2016 were 10-times higher for DHHS distribution than in 2015

Due to the extensive need, a second overflow toy give-away event occurred 20 December at Rockville United Church for families who were on the toy give-away waitlist.³

³ Toys were provided by One Love 4 Kids and food baskets from Nourish Now during the 20 December overflow event.



Figure 17. Volunteers from Rockville United Church handled overflow distribution

In addition, many families struggled to make it to the secondary overflow distribution and made special arrangements with PACS to receive toys after the event, with pick-ups as late as mid-January. Throughout the December giving season DHHS provided direct service to 700 households, representing nearly 3,000 children.



Figure 18. Bags of toys awaiting late pick-up by families at DHHS headquarters

4. PREPARING FOR 2017

As part of the PAC quality assurance process, external partner and internal post-mortem

reviews of the 2016 season were conducted. The results were combined with PACS identified logistical issues that would benefit from refinement. Generally, the availability and consistency of training, revised standard operating procedures and updated IT technology each would increase the ease and efficiency to respond to increasing referrals.

Post Mortem Review

Both internal and external post-mortem reviews were held in January to identify strengths and challenges identified in the 2016 season. A meeting of the Holiday Giving Project Coalition was held in mid-January to hear how agency partners responded to the increased volume. Subsequent to the meeting, coalition members completed an anonymous survey and provided additional feedback over a two-week period.⁴



Figure 19. January 2017 post mortem meeting of the Holiday Giving Project Coalition

Feedback from the Coalition was very positive and indicated that the project was well executed. Survey respondents indicated that the strength of the collaboration amongst members of the Coalition, including the strong participation of the DHHS coordinators, led to

a successful season, despite starting close to the launch of the 2016 season.



Figure 20. Crowds were far larger than in previous years

One survey respondent stated, “As a “first-timer” this year, the project as a whole is inspiring – the number of people we were able to serve collectively in Montgomery County was astounding. I am appreciative and grateful to be part of it.” While another stated, “It was a well-organized effort.”

Technology Infrastructure. The coalition identified several improvements with the functionality of the existing database. These included having access to more information needed about the referring parties; having an easier way to print mailing labels and/or envelopes; and having expanded views of the database elements, making it easier to fully assist families at the point of distribution.

Additionally, in the current iteration, the database does not allow for easy tracking of referrals, which impacts the ability of ZCC to report outcomes after distribution, including how many clients attended the distribution, how many no-shows they had, and how many children were served. These issues were compounded by increasing numbers of referrals received by ZCC.

The Coalition identified a need for the database technology to be more mobile and

⁴ There were 16 responses to the survey.

agile, including the ability to be viewed on tablets and smart phones. There was support for the use of scanning technology such as QR and/or bar codes that would enable automatic tracking of the status of each referral, streamline distribution and reporting.

Figure 21. HGP user interface

Infrastructure improvements included a need for improved training for referring parties thus providing all requisite information, ZCC having the ability to view all referrals in the database, better training for new ZCC, the development of clear written Project guidelines and increasing the number of ZCC to cover the existing need, particularly in certain geographic parts of the County, see Annex III.

Supporting Partner Relationships. Supporting key partners for the Project included MC311, Manna, and Toys for Tots. Each supporting partner fulfills a different type of role throughout the giving season.

- **MC311** – A successful referral to the Holiday Giving Project is generated by an agent who knows the family situation and can provide as much detailed information about their circumstances as possible, including any special accommodations that may be necessary. Due to the limited nature of contact that MC311 operators have with callers it is not realistic for operators to develop in-depth knowledge about the family situation. Unlike referrals from ongoing service providers, the lack of

relationship between the family and the MC311 operator does not provide the ZCC an opportunity to verify the information in the database when challenges arise, such as returned mail or incorrect telephone numbers.

- **Manna** – Only a fraction of the ZCC partner with Manna for the Thanksgiving holiday. Many of those who do, rely on Manna donations to supplement their food donations, such as with the provision of turkeys. Manna noted that there were fewer turkeys available this year than in prior years and that the donations they did get were received later in the giving season than in prior years, making it difficult to meet the growing need.

- **Toys for Tots** – There is strong appreciation for the work done by Toys for Tots in support of the Project. The Coalition members recognize that the entire Toys for Tots program is donation dependent, is fully staffed by volunteers, and that the program provides much needed support for the Project as a whole. There were some concerns identified regarding the availability and appropriateness of gifts for older youth and teens, noting the following comments: “Only a small percentage of the toys that Toys for Tots gave for older age groups were usable for those age groups; some were 18 month+ toys,” and “We received a number of unusable toys – once we started pulling them aside we had an entire bag of broken and/or dirty and obviously used toys.” There were also some concerns expressed about the availability of Toys for Tots representatives to respond, as quickly as possible during the December distribution. 45% of survey respondents did not agree with the

statement, “Toys for Tots staff met my needs in a timely manner.”



Figure 22. A greater variety of age appropriate toys are needed

5. RECOMMENDATIONS

After considering the feedback from both internal and external partners, the following recommendations are provided for consideration during the 2017 Giving Season:

- DHHS should continue to coordinate the Project, facilitate the work of the Coalition and monitor outcomes.
- DHHS direct-service had higher than average no-show rates than providers and should develop new zip code coordinators to alleviate the strain on existing resources caused by the increasing need for services and eliminate the need for DHHS to

participate in direct distribution events to fill gaps.

- Write and fully vet Project guidelines prior to the start of the next giving season.
- Build a new database that will provide better user experience and provide increased ease of use for the zip code coordinators at the point of service.
- Clear the way to allow access for all zip code coordinators to view the entire universe of referrals in the database, not just those assigned to them, to provide more efficient services to residents of the County.
- DHHS should offer training to referring parties as well as ZCC to facilitate smooth operation of the Project. Training and consultation can be in person or via the use of technology such as webinars and/or recorded sessions.

These recommendations will allow for more efficient distribution during both the Thanksgiving and December Holidays. They should also assist in easing the challenges posed by the increasing number of referrals received by DHHS and ZCC during the 2017 Holiday Giving Season.

ANNEX I: Partner Agencies

Montgomery County Holiday Giving Project Coalition - 2016

- Adventist Community Services of Greater Washington
- Bethesda Rotary Clubs/Nourish Now
- The “Bootsie” Men, Women & Children Foundation, Inc.
- Catholic Charities
- Church of the Redeemer
- Church of the Resurrection
- City of Gaithersburg
- City of Rockville
- Community Ministries of Rockville
- Faith Connections, Inc.
- Food for All sponsored by Young Professionals Forum
- Germantown HELP
- Housing Opportunities Commission
- Interfaith Works
- Julie's Food Pantry & Celestial Manna
- Kennedy Cluster and Watkins Mill Cluster Project
- Linkages to Learning
- Manna Food Center
- Montgomery County Muslim Foundation
- Nourish Now
- Pathways Baptist Church (formerly Streams of Hope Church)
- The Peoples Community Baptist Church
- Rainbow Community Development Center
- St. Patrick's Catholic Church
- St. Paul's United Methodist Church
- St. Peter's Catholic Church
- The Salvation Army
- Silver Spring Assembly of God
- Toys for Tots
- Volunteer Center
- WUMCO HELP

ANNEX II: Referral Statistics by ZCC

Table 1. Thanksgiving 2016 Statistics*

Zip Code Coordinator (ZCC)	Total # households referred	Total # walk-in households	Total # households served	# no shows	No show rate
Adventist Community Services	708		635	73	10%
Bootsie Foundation					
Catholic Charities	180	75	201	64	36%
Church of the Redeemer	1,629		1,488	141	9%
Church of the Resurrection					
City of Gaithersburg	849		655	108	13%
City of Rockville	729		497	232	32%
Community Ministries of Rockville	276		246	30	11%
DHHS	74		51	23	31%
Faith Connections	218		83	135	62%
Feed Bethesda / Nourish Now	146		88	58	40%
Food for All	258		148	90	35%
Germantown HELP	945		930	15	2%
HOC	835		835	0	0%
Interfaith Works	11		36	0	0%
Julie's Food Pantry / Celestial Manna					
Linkages to Learning	703		703	0	0%
MC Muslim Foundation	108		79	29	27%
Nourish Now	1052		585	467	44%
People's Comm. Baptist Church	528		290	238	45%
Rainbow Comm. Dev. Center	494		388	106	21%
St Patrick's	1,284		858	427	33%
St Paul's UMC	37	95	103	29	22%
St Peter's	213	28	241	34	16%
WUMCO HELP	142		140	2	1%
Project totals	11,419	198	9,280	2,301	20%

* Includes information available as of 01/31/17

Table 2. December 2016 Statistics*

Zip Code Coordinator (ZCC)	Total # households referred	Total # walk-in households	Total # households served	# children referred	# children served	# no shows	No show rate
Adventist Community Services	606		406	702	494	200	33%
"Bootsie" Foundation	281		197	586	424	84	30%
Catholic Charities	396	129	440	897	1,246	101	26%
Church of the Redeemer	1,576		1,486	3,921	3,727	90	6%
Church of the Resurrection ^							
City of Gaithersburg	974		770	2,103	1,662	170	17%
City of Rockville	798		589	1,230	905	209	26%
Community Ministries of Rockville	88		84	164	159	4	5%
DHHS	1,516		700	2,991	1,768	816	54%
Faith Connections	275		275	658	658	0	0%
Food for All	295		208	406	300	62	21%
Germantown HELP	1,224		1,090	2,605	2,342	134	11%
HOC	910		868	300	300	0	0%
Interfaith Works	25		43	37	99	1	4%
Kennedy Cluster	250		231	639	604	19	8%
Linkages to Learning	857		857	2,219	2,219	0	0%
MC Muslim Foundation	119		85	176		28	24%
MUM/Silver Spring Assembly of God	128		77	352	207	51	40%
Pathways (FKA: Streams of Hope Church) #							
People's Community Baptist Church	662		350	1,545	950	312	47%
Rainbow Comm. Dev. Center	470		303	1,187	717	167	36%
St Patrick's	428		342	775	697	86	20%
St Paul's UMC	50	91	123	291	251	18	13%
St Peter's	220	36	256	452	482	41	19%
WUMCO HELP	150		147	325	315	3	2%
Project totals	12,298	256	9,927	24,561	20,526	2,596	21%

* Includes information available as of 01/31/17

^ Information unavailable at the time of this report

ZCC Did not participate in December 2016

ANNEX III: Zip Code Coverage

Zip Code	City/Area	Thanksgiving	December
20707	Laurel	Church of the Resurrection	Church of the Resurrection
20812	Glen Echo	Bethesda Clubs/Nourish Now Rotary	Not covered
20813	Bethesda	Bethesda Clubs/Nourish Now Rotary	Not covered
20814	Bethesda	Bethesda Clubs/Nourish Now Rotary	Not covered
20815	Chevy Chase	Bethesda Clubs/Nourish Now Rotary	Not covered
20816	Bethesda	Bethesda Clubs/Nourish Now Rotary	Not covered
20817	Bethesda	Bethesda Clubs/Nourish Now Rotary	Not covered
20832	Olney	St. Peter's Catholic Church	St. Peter's Catholic Church
20833	Brookeville	St. Peter's Catholic Church	St. Peter's Catholic Church
20837	Poolesville	WUMCO HELP	WUMCO HELP
20838	Barnesville	WUMCO HELP	WUMCO HELP
20839	Beallsville	WUMCO HELP	WUMCO HELP
20841	Boyds	WUMCO HELP	WUMCO HELP
20842	Dickerson	WUMCO HELP	WUMCO HELP
20850 (Inside city limits)	Rockville	City of Rockville	City of Rockville
20850 (Outside city limits)	Rockville		Bootsie
		Community Ministries of Rockville	
20851 (Inside city limits)	Rockville	City of Rockville	City of Rockville
20851 (Outside city limits)	Rockville		Bootsie
		Community Ministries of Rockville	
20852 (Inside city limits)	Rockville	City of Rockville	City of Rockville
20852 (Outside city limits)	Rockville	Community Ministries of Rockville	
			Bootsie
20853	Rockville	St. Patrick's Catholic Church	St. Patrick's Catholic Church
20854 (Inside city limits)	Potomac	City of Rockville	City of Rockville
20854 (Outside city limits)	Potomac	Community Ministries of Rockville	Community Ministries of Rockville
20855	Derwood	Montgomery Co. Muslim Foundation	Montgomery Co. Muslim Foundation

Zip Code	City/Area	Thanksgiving	December
20860	Sandy Spring	St. Peter's Catholic Church	St. Peter's Catholic Church
20861	Ashton	St. Peter's Catholic Church	St. Peter's Catholic Church
20862	Brinklow	St. Peter's Catholic Church	St. Peter's Catholic Church
20866	Burtonsville	Church of the Resurrection	Church of the Resurrection
20868	Spencerville	Church of the Resurrection	Church of the Resurrection
20871	Clarksburg	Faith Connections, Inc.	Faith Connections, Inc.
20872	Damascus	Faith Connections, Inc.	Faith Connections, Inc.
20874	Germantown	Germantown HELP	Germantown HELP
20875	Germantown	Germantown HELP	Germantown HELP
20876	Germantown	Germantown HELP	Germantown HELP
20877 (Inside city limits)	Gaithersburg	City of Gaithersburg	City of Gaithersburg
		Julie's Food Pantry & Celestial Manna (100 families)	
20877 (Outside city limits)	Gaithersburg	Church of the Redeemer (2000)	Church of the Redeemer (4000)
20878 (Inside city limits)	Gaithersburg	City of Gaithersburg	City of Gaithersburg
20878 (Outside city limits)	Gaithersburg	Church of the Redeemer (2000)	Church of the Redeemer (4000)
20879 (Inside city limits)	Gaithersburg	City of Gaithersburg	City of Gaithersburg
20879 (Outside city limits)	Gaithersburg	Church of the Redeemer (2000)	Church of the Redeemer (4000)
20880	Washington Grove	Church of the Redeemer (2000)	Church of the Redeemer (4000)
20882 (North of Brink Rd)	Gaithersburg	Faith Connections, Inc.	Faith Connections, Inc.
20882 (South of Brink Road)	Gaithersburg	Church of the Redeemer (2000)	Church of the Redeemer (4000)
20886	Montgomery Village	Church of the Redeemer (2000)	Church of the Redeemer (4000)
20895	Kensington	St. Paul's United Methodist Church	St. Paul's United Methodist Church
20896	Garrett Park	St. Paul's United Methodist Church	St. Paul's United Methodist Church
20901	Silver Spring	Rainbow Community Development Center	Rainbow Community Development Center
20902	Silver Spring	Catholic Charities (200 families)	Catholic Charities (400 Families)
		Nourish Now (Families not covered by Catholic Charities)	Partially covered zip code
20903	Silver Spring	Nourish Now	Not covered
20904	Silver Spring	Peoples Community Baptist Church	Peoples Community Baptist Church

Zip Code	City/Area	Thanksgiving	December
20905	Silver Spring	Peoples Community Baptist Church	Peoples Community Baptist Church
20906	Silver Spring	St. Patrick's Catholic Church	Partially covered zip code
			Silver Spring Assembly (150 families:0-10 years old only)
20910	Silver Spring	Food for All	Food for All
20912	Takoma Park	Adventist Community Services	Adventist Community Services
21771	Mount Airy	Faith Connections, Inc.	Faith Connections, Inc.
21797	Woodbine	Faith Connections, Inc.	Faith Connections, Inc.

Not covered

Partially covered zip code

Notes:

Zip Code Coordinator	Note
Adventist Community Services	Serve 20912 and their own clients
HOC	Refer and serve a portion of their own clients.
Interfaith Works	Refer and serve a portion of their own clients.
Kennedy Cluster /Watkins Mill Cluster Project	Refer and serve their own clients. Also serve a portion of uncovered 20906 (250 Max.)
Linkages to Learning	Refer and serve their own clients.
Salvation Army	Register and serve their own participants.



Montgomery County Department of Health and Human Services
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